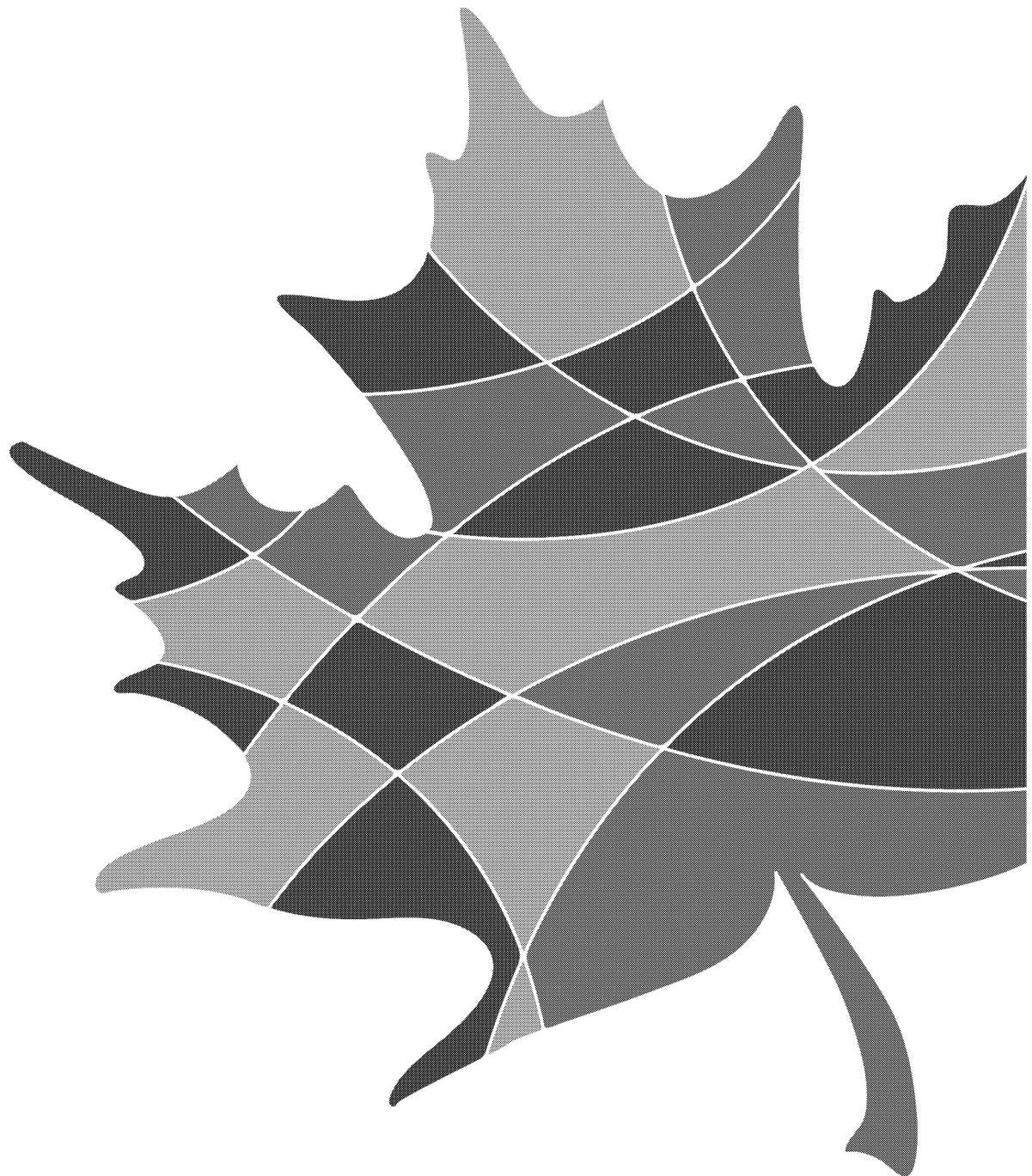


# Permanent Resident Digital Intake Tool Project

## Business Case



**Version: 1.3**

## DOCUMENT REVISION HISTORY

This section shows the revisions to the Permanent Resident (PR) Digital Intake Tool Project Business Case up until point of approval.

Version number	Date	Description of Changes	Author
1.0	August 25, 2020	Initial draft	Projects Branch
1.1	August 28, 2020	Edits	Projects Branch
1.2	September 2, 2020	Edits	Projects Branch
1.3	September 8, 2020	Incorporation of comments from EPMO and IPG	Projects Branch

## AUTHORIZATION

This section contains the signatures of key stakeholders, indicating that they agree with the presentation or proposal as it appears in the business case.

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# 1) Strategic Context

## 1.1 Background

In recent years, Immigration, Refugees, and Citizenship Canada (IRCC) has increased its permanent resident (PR) levels to historic highs under the Multi-Years Levels Plan. In order to process PR applications, IRCC receives and processes largely paper-based applications. Currently, the processing inventory is approximately 78 percent paper based applications, which reflects just over 371,000 applications.<sup>1</sup> Clients are required to complete and provide physical application forms and supporting documentation, which are then received by international or domestic processing centres across IRCC's processing networks. This necessitates that these paper applications be processed on site requiring physical presence in the workplace. It also reduces the ability to move workload to where there is capacity as this would require the transfer of physical application files.

Additionally, the Covid-19 pandemic has adversely impacted the PR program since a significant portion of the workforce is required to work remotely or in a limited-capacity processing environment, thereby significantly reducing the ability to process paper-based applications. IRCC is also anticipating an increase in the number of PR applications once restrictions begin to ease, which is expected to place additional demand on IRCC's operations and technologies.

## 1.2 Business Need

IRCC anticipates that operations will not return to normal for some time. When it does, it will be a "new normal" with new, evolving policies and procedures for physical distancing that will require greater availability of digital solutions. As previously indicated, when restrictions begin to ease, IRCC anticipates receiving a surge of applications and associated need for support requirements, putting increased demand on our global operations, technologies, and supporting branches.

Consequently, IRCC requires the ability to digitally intake all information and supporting documentation required to process PR applications. Not only will this allow IRCC to reduce the number of paper applications, it will also allow IRCC to prevent service disruptions and find further efficiencies by distributing processing functions throughout the networks, ultimately improving processing times and client service.

## 1.3 Drivers for Change

There are two main drivers to digitizing the PR application process:

- 1) The need to create efficiencies to keep up with increasing PR levels
- 2) The need to support business resumption and to become more resilient to future service disruptions

## 1.4 Business Outcomes

There are three desired business outcomes linked to digitizing PR applications:

- To enable the PR program to deliver on its mandate and achieve increasing PR levels through a digital alternative to the current manual intake process.

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<sup>1</sup> SitCen Summary Report by Line of Business as of August 30, 2020 developed by Operations, Planning and Performance Branch, IRCC.

- To improve client experience for PR applicants and IRCC officers by providing applicants with the ability to complete their forms electronically rather than on paper and reuse data throughout the application so that clients do not need to provide the same information multiple times.
- To increase efficiencies in PR business lines by eliminating the need to physically handle the applications and enabling the Department to move workloads to areas with capacity throughout IRCC office worldwide, regardless of time zones, and allow IRCC officers to internally share data more effectively as well as disruptions. By allowing easy flow of application information it will strengthen the Department's resilience to future service and further support IRCC's business resumption activities in the post-pandemic environment.

### 1.5 Strategic Fit

Digitizing the PR application process will help to streamline the PR process, resulting in a more positive experience for applicants as well as ensuring flexibility and adaptability for IRCC's processing networks. These improvements would help IRCC deliver on its PR levels, aligning with its core deliverable, *Result 3: Potential permanent residents are selected for immigration to Canada*, under the Departmental Results Framework. It also aligns with IRCC's information management and information technology (IM/IT) strategic goals to modernize its infrastructure while minimizing impact to legacy systems or increasing technical debt.

The pandemic has demonstrated the acute need to move forward with digitization solutions immediately. IRCC therefore plans to proceed with the project and then work to align it with the Department's Digital Platform Modernization (DPM) initiative rather than delaying the project until the planning and design of the future digital platform are further advanced.

Overall, digitizing PR applications aligns directly with the IRCC Departmental Plan for 2020-21, which aims to both deliver superior client experience and transform to respond to increased demands.

### 1.6 Problem / Opportunity Statement

Currently, IRCC's PR intake process is largely paper-based, requiring clients to submit physical application forms and supporting documents. This has created challenges in client service given the increasing number of PRs under the Multi-Year Levels Plan, both in processing efficiency and the ability to assign work based on capacity due to place-based paper files.

The current pandemic environment has resulted in a significant portion of the workforce working remotely, significantly limiting the processing capacity of paper applications. This has further demonstrated the need to minimize paper processes to support business resumption and increase resilience to future service disruptions.

Additionally, processing via paper based applications has significant negative environmental and fiscal impacts. The digitization of applications would eliminate the environmental footprint of hundreds of thousands of paper applications filed as well as significantly decrease the associated costs required when accepting physical applications such as document storage, filing, scanning and mailing, etc.

## 1.7 High-level Requirements

High-level requirements for the solution are outlined below:

No.	Business Outcomes	High Level Requirements
1	Digitize the PR program	<ul style="list-style-type: none"> <li>Develop a digital alternative to manual intake of PR applications by leveraging existing cloud solutions</li> <li>The success of the program will be measured based on the achievement of the following expected results:               <ul style="list-style-type: none"> <li>Development of digital intake tool prototype</li> <li>Development of digital intake tool roadmap</li> <li>Creation of minimum viable product production solution development and implementation</li> </ul> </li> </ul>
2	Improved client experience for applicants and officers	<ul style="list-style-type: none"> <li>Improve client experience by providing applicants with the following:               <ul style="list-style-type: none"> <li>Ease of completing electronic forms as compared to paper forms</li> <li>Ease of reusing data so applicants do not need to provide the same information multiple times</li> <li>Ease of providing supporting documentation electronically</li> <li>Ease of sharing data within the Department to protect and enhance program integrity as well as deliver operational benefits</li> <li>Ease of submitting copies of appeal records electronically</li> </ul> </li> </ul> <p>The exchange of information/forms/documentation would be done in a secure (Protected B) environment.</p>
3	Enhanced technology to support business processes	<ul style="list-style-type: none"> <li>Support business resumption priorities, build resilience against service disruptions, and improve client service by reducing paper-based processes and providing an electronic alternative to processing</li> </ul>

## 1.8 Assumptions

The assumptions associated with the solution are as follows:

No.	Assumptions	Effect on investment if not met	Reliability level
1			
2	Business requirement approval cycles will be required to determine digital intake tool system requirements	Solution may not appropriately fit within the Department's digital mapping	High
3	Multiple stakeholder consultations will be required prior to business requirements being finalized	Solution may not meet the needs of users	High
4	The intended solution will not require any changes to the Global Case Management System (GCMS). However, should minor changes be required,	Timelines will increase	Low



No.	Assumptions	Effect on investment if not met	Reliability level
	design and testing will need to occur in accordance with the existing GCMS release cycle		
5	A privacy impact assessment (PIA) may be required for any business enhancements that modify how personal information is handled, including any IM/IT enhancements, which will take approximately six months to complete	Requirements for ensuring privacy and data integrity could be missed	High
6	There are dependencies upon Shared Services Canada (SSC) to provide digital cloud infrastructure	Timelines will increase	Low
7	No formal approvals by other Government agencies or departments will be required for the work to be completed	Timelines will increase	Low
8	Key resources from within Business and IM/IT will be identified and assigned to the project on a full-time basis to reduce risk pertaining to project timelines (i.e. business process and solution architecture subject matter experts).	Timelines will increase	High
9	The implementation of solution assumes continued use of an agile delivery method and the continued use of existing third-party vendors/contractors to conduct the work	Timelines will increase	High
10	The solution will align with the governance model as developed/prescribed by DPM. This model will allow for reduced project overhead while ensuring required project visibility for senior IRCC stakeholders	Project may not fit within the department's digital strategy  Project overhead may increase	High

### 1.9 Constraints

The assumptions associated with the solution are as follows:

No.	Category	Constraints
1		
2	Technology	In order to avoid implementation delays and increased technical debt, the solution will not be integrated with GCMS
3	Digital Strategy	The solution must be incorporated into the DPM roadmap in order to allow for increased integration with the Department's future case management solution
4	Schedule	The first MVP for PR program must be in place third MVP will be scheduled  The second and respectively.

### 1.10 Dependencies

The implementation of the IM/IT component is dependent upon the following:

No.	Dependencies	Is Dependent on
1		
2	Approval of the business requirements document	Completion of requirements elicitation
3	SSC's ability to provide the necessary cloud infrastructure	SSC partnership
4	A third-party vendor to be available within the project timelines	Use of existing procurement vehicles
5	Development of the Digital Intake minimum viable products (MVP)	IT solutions development
6	Deployment before the transition to operations	Implementation of transition plan

### 1.11 Scope Boundaries

Included	Excluded
<ul style="list-style-type: none"> <li>Develop a tool to reduce paper-based applications, increase program efficiency and integrity, improve the client experience, and enable the Department to better manage the growing number of applications</li> <li>Adjust current state operations, business processes, and program delivery instructions (PDI)</li> <li>Conduct training and transition activities that are required in order to shift from the project phase to the ongoing phase of the initiative</li> </ul>	<ul style="list-style-type: none"> <li>Changes to the PR program that require legislative or regulatory amendments</li> <li>Changes to the program or Cabinet authority</li> <li>Hiring of staff for processing</li> <li>Automation of the PR or Temporary Resident lines of business</li> <li>Any enhancements to GCMS</li> </ul>

### 1.12 Stakeholders

The main stakeholders expected to be involved in developing the solution are outlined below:

Internal	External
<ul style="list-style-type: none"> <li>IPG Branch</li> <li>Communications Branch</li> <li>Strategic Policy Branch</li> <li>Privacy Branch</li> <li>Digital Strategy Branch</li> <li>IT Operations Branch</li> <li>Finance Management Branch</li> <li>Projects Branch</li> <li>IRCC Processing Networks (Centralized, Domestic and International)</li> </ul>	<ul style="list-style-type: none"> <li>PR applicants</li> <li>SSC</li> </ul>

## 2) Analysis and Recommendations

### 2.1 Evaluation Criteria

Screening and Analysis Criteria	Description
<b>Fits business needs</b>	Addresses the high-level business requirements for the IT changes to digitize the application process for PR lines of business, as outlined in the <i>Funding for 2020-2022 Immigration Levels</i>
<b>Data integrity</b>	Fewer instances of data replication to prevent human error  System ensures the security of information/protection of information from unwanted disclosure; information and documents will need to respect the proper privacy and data classification
<b>Data transmission</b>	Data is electronically sharable within IRCC  Provides secure method of information transmission
<b>Flexibility and functionality</b>	Ability to input all necessary information and attach supporting documents  The business solution should be user-centered and friendly for both applicants and IRCC staff, with minimum training requirements
<b>Cost/affordability</b>	Within or equal to the proposed TB funding request
<b>Reporting</b>	Ability to pull statistical reports together on operational performance as well as demographic information
<b>Implementation and capacity</b>	Capacity exists to implement proposed changes within the approved funding window and required timelines

### 2.2 Options Analysis

#### Option 1: Status Quo

IRCC's operational network currently relies on in-person and paper-based processes, supported by manual inputting of information. With the bulk of the workforce working remotely or in a limited-capacity processing environment, the time to process paper-based applications has been significantly reduced. With operations not expected to return to normal for quite some time, maintaining the status quo would result in further delays to PR processing,

#### Option 2: PR Digital Intake Tool

IRCC would deliver a digital intake tool to support the growth of the PR program, maintain program integrity, and minimize the number of paper-based applications by offering a streamlined client application process. In order to meet these needs, IRCC will be developing a Cloud-based digital intake tool for PR applications.

At a high-level, the PR Digital Intake Tool project aims to deliver on the following objectives:

- Develop a cloud-based digital intake tool to allow clients to electronically complete and submit their PR applications to IRCC, thereby eliminating paper processes. IRCC will also ensure the PR Digital Intake Tool aligns with the Department's overall DPM initiative in order to allow reusability and to fully leverage IRCC's future digital environment.
- Enable IRCC to move workload to where there is capacity rather than being placed-based because of the paper applications. By shifting to a Cloud-based system, the Department will no longer be tied to individualized work locations for processing.
- Support IRCC's business resumption strategies by reducing the need to physically handle the applications.

By using solutions outside of GCMS while maintaining program integrity, the Department will be able to move quickly to implement the solution and avoid increased technical debt.

Additionally, the digital intake tool will significantly decrease the amount of paper documentation required. This will in turn reduce the need for document storage, control, and lifecycle management; diminish associated costs; and decrease the environmental footprint of the program.

s.21(1)(a)

s.21(1)(b)

s.69(1)(g) re (a)

## 2.3 Screening Options

Evaluation Criteria	Option 1	Option 2
Fits business needs	NO	YES
Data integrity	YES	YES
Data transmission	NO	YES
Flexibility and functionality	NO	YES
Cost/affordability	YES	YES
Reporting	YES	YES
Implementation and capacity	YES	YES

## 2.4 Rationale for Discounted and Viable Options

Options	Viability result (i.e. Viable, Discounted, baseline)	Rationale
<b>Option 1: Status quo</b>	Retained as baseline	Within the current environment, PR processing would continue to face delays
<b>Option 2: PR Digital Intake Tool</b>	Viable option	Within the current environment, the solution would allow IRCC to digitize the intake process resulting in the reduction of paper based applications, minimizing in-person interactions and increase efficiencies in processing
	Discounted	

# 3) Viable Option

## 3.1 Strategic Alignment

### 3.2 Alignment with Business Outcomes

The alignment of Option 3: PR Digital Intake Tool is outlined below:

<b>Business Outcome</b>	Deliver a digital intake tool to support the growth of the PR program and minimize paper based applications/in-person interactions required within the PR process	
<b>Alignment</b>	The business outcome is aligned with the following strategic outcomes: <ul style="list-style-type: none"> <li>• Digitize the PR program</li> <li>• Improve client experience for applicants</li> <li>• Enhance technology to support business outcomes</li> </ul>	
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>• IPG Branch</li> <li>• Communications Branch</li> <li>• Strategic Policy Branch</li> <li>• Privacy Branch</li> <li>• Digital Strategy Branch</li> <li>• IT Operations Branch</li> <li>• Finance Management Branch</li> <li>• Projects Branch</li> <li>• IRCC Processing Networks</li> </ul>	<ul style="list-style-type: none"> <li>• Permanent Resident applicants</li> <li>• SSC</li> </ul>
<b>Target</b>	First MVP will be implemented	second MVP and third MVP
<b>Assumptions</b>	Required procurement vehicles are already in place	
<b>Dependency</b>	Required resources being made available for project delivery through existing procurement vehicles(as detailed in section 3.4).	
<b>Risk</b>	In an effort to rapidly develop the PR Digital Intake Tool, there is a risk that not all business requirements will be captured in sufficient detail before development	
<b>Metrics</b>	Detailed work plans and implementation schedules to be developed and monitored through the project management process	

### 3.3 Costs

The anticipated project costs are as follows:

IRCC	2020-21	2021-22	2022-23	2023-24	2024-25	Project Total
<b>Standard Costs</b>	\$17,211.40	\$17,211.40	\$17,211.40	\$17,211.40	\$17,211.40	\$86,057.00
<b>Capital - Salary</b>	\$327,461.00	\$327,461.00	\$327,461.00	\$327,461.00	\$327,461.00	\$1,637,305.00
<b>Capital - O&amp;M</b>	\$625,000.00	\$625,000.00	\$625,000.00	\$625,000.00	\$625,000.00	\$3,125,000.00
<b>Total*</b>	<b>\$969,672.40</b>	<b>\$969,672.40</b>	<b>\$969,672.40</b>	<b>\$969,672.40</b>	<b>\$969,672.40</b>	<b>\$4,848,362.00</b>

\*Project Funding Total does not include EBP, AR or SSC costs

### 3.4 Procurement

Existing procurement vehicles will be leveraged in an effort to implement an MVP as quickly as possible including Solutions-Based Informatics Professional Services for development of functionality as well as IRCC Omnibus procurement vehicles for professional services (e.g., Project Manager, Business Analyst).

As previously stated, the investment is comprised mostly of non-salary as it will rely on Solutions-Based Informatics Professional Services (SBIPS) in order to leverage a 3rd party to develop functionality through an iterative design process that will then be integrated into IRCC systems. The SBIPS procurement vehicle is expected to be available throughout the lifecycle of the project.

Additionally, IRCC will leverage existing procurement vehicles for professional services (i.e., Project Manager, Business Analyst). In 2016, IRCC executed on a strategy to compete Omnibus in collaboration with Public Services and Procurement Canada (PSPC). This resulted in 48 contracts covering 17 category streams. The streams include 48 contracts in total which remain available and active with term end dates varying between 2020 and 2021. Options will be exercised where feasible and/or contracts will be re-competed where required.

### 3.5 Schedule

### 3.6 Impacts

The impacts of the project are outlined below:

Factor	Characteristics
<b>Social</b>	<ul style="list-style-type: none"> <li>Improved trust in the immigration system by the general public</li> <li>Improved user experience in the PR line of business</li> </ul>
<b>Security</b>	<ul style="list-style-type: none"> <li>Improved integrity of the immigration system by reducing input errors</li> </ul>
<b>Economic</b>	<ul style="list-style-type: none"> <li>Improved efficiency of processing due to eliminating the need for IRCC to manually input paper-based applications</li> <li>Reduction in document storage, control, and lifecycle management needs</li> </ul>
<b>Environmental</b>	<ul style="list-style-type: none"> <li>Environmental benefit due to the reduction in number of paper-based applications</li> </ul>

### 3.7 Risk Assessment

The project has identified the following as its top risks:

Risk Name and Statement	Potential Impact Rating	Probability (Likelihood) Rating	Overall Risk Level	Mitigation Plan
<b>Business requirements development</b>  There is a risk that, in an effort to develop the PR Digital Intake Tool rapidly, not all business requirements will be captured in sufficient detail before development.	Medium	Medium	Medium	IRCC will employ fulsome business analysis elicitation techniques to obtain all business requirements are obtained.
<b>Integration dependency on technical debt remediation through DPM</b>  There is a risk that not integrating the PR Digital Intake Tool with IRCC's case management system will result in information transfer errors.	Medium	Medium	Medium	This will largely be mitigated through the DPM initiative, but due to its level of complexity there is a risk to integration capability and timelines.
<b>Government partner dependencies</b>  There is a risk that SSC may not be able to meet the rapid project timelines required for this PR Digital Intake Tool project.	Medium	Low	Medium	SSC will be engaged as early and often as possible to ensure that necessary timelines are mutually agreed upon.

### 3.8 Project Management Capacity

The PR Digital Intake Tool project will put in place project management best practices and processes in accordance with the principles of the TBS Policy on the Management of Projects and industry-accepted PMBOK standards. These practices and processes have been prepared in accordance with relevant



existing IRCC project management documents. The project will also build on lessons learned from past IRCC projects. Details of these processes are outlined in the [Project Management Plan](#).

The PR Digital Intake Tool project will be managed using the current IRCC project gating process and its associated rigorous governance oversight. This process has been successfully used for years in the organization and is continuously updated with lessons learned from subsequent projects.

The IRCC has an Organizational Project Management Capacity Assessment (OPMCA) of two and has successfully managed and delivered on other IRCC projects, the including Temporary Resident Biometrics project, Biometrics Expansion project, and Refugee Reform project.

## 4) Recommendation

### 4.1 Comparison Summary

Indicators and criteria	Option 2 – PR Digital Intake Tool
Evaluation criteria	YES
<b>Other considerations for viable options:</b>	
Strategic alignment	YES
Alignment with business outcomes	YES
Costs	\$4.8 MILLION
Implementation and capacity	YES
Procurement	YES
Schedule	YES
Impact	ACCEPTABLE
Project management capacity	YES
Risk assessment	ACCEPTABLE
<b>Summary</b>	<b>Option 2: Preferred</b>

### 4.2 Recommendation

It is recommended that Option 2: PR Digital Intake Tool project be selected. The PR Digital Intake Tool is the preferred option following an options analysis. This option delivers all business needs within the TB funding envelope and within the timeframe required.

### 4.3 Deciding Factors

The recommended option is the only option that meets all screening criteria in the options analysis. All other options failed due to the business needs assessment.

### 4.4 Implementation Plan

At a strategic level, business requirements for the PR Digital Intake Tool have been elicited and key project artifacts developed. IRCC will be implementing an agile project methodology with this project. As a result, project documentation will occur at a higher level. Detailing of the project will occur through the development of a product backlog and planning of sprint cycles.

## 5) Management & Capacity

### 5.1 Governance

The PR Digital Intake Tool project will follow the governance framework established within IRCC. This framework is outlined in the [PR Digital Intake Tool Governance Framework document](#).

IRCC will ensure that the appropriate project governance structure is used, supporting effective stakeholder management, reporting cycles, and facilitating decision-making by setting up and managing governance committees. Each stakeholder will be responsible for the delivery of specific business and IT deliverables and in doing so will manage resources in the context of the IT delivery of this initiative. The roles and responsibilities within the project are further detailed in the [PR Digital Intake Tool Roles and Responsibilities document](#).

### 5.2 Project Management

IRCC will implement project management best practices and processes that are compliant with the principles of the TBS *Directive on the Management of Projects and Programmes* and consistent with the industry accepted Project Management Body of Knowledge standards and generally accepted project management processes. Many of the processes that the project will utilize will be leveraged from existing projects that IRCC has successfully delivered.

### 5.3 Project Review Strategy

The project team, in collaboration with delivery partners, will lead the development of key project management artifacts such as the Project Charter, Project Management Plan, and Project Schedule to ensure robust project planning from beginning to implementation.

In order to ensure effective management, all aspects of the project will be planned and monitored to ensure that they are developed and delivered according to project baselines. If a situation is identified that necessitates a change in order to effectively proceed with delivery of the project, that change will be documented, assessed by all parties for the overall impact on the project's activities, cost, and schedule, and will be reported throughout governance. The project team will support the management of changes to avoid scope creep.

The schedule will be developed, baselined, reviewed, and updated on a regular basis and status updates on scope, schedule, costs, risks, and issues will be reported regularly through project governance and monthly dashboards. A number of tools will be used to both develop a baselined schedule and to manage and control it over the project lifecycle.

Management of project expenditures will be done as per the Government of Canada's financial policies and within project approvals and funding levels.

### 5.4 Benefit Management Strategy

The benefits management process—as outlined in the Benefits Realization Plan (BRP)—will ensure that the benefits associated with the PR Digital Intake Tool project are fully tracked and managed. The process will also ensure that IT deliverables are aligned with business outcomes and that senior management remains informed regarding progress, issues, and their implications and that progress is reported. The BRP includes owners for each benefit. Through continuous monitoring, the BRP will also ensure a successful outcome.

Once finalized, benefit management will be monitored by the senior review board (SRB). The SRB is also responsible for monitoring the benefits or outcomes of the program for the organization. The project team will monitor and manage the progress of the project, including the schedule, budget, and risks.

In conjunction with the Departments' gating process, progress on benefits of the PR Digital Intake Tool project will be assessed at the time of each gate review and reported to senior management and stakeholders. As such, any necessary corrective actions may be taken during the initiative's life cycle to ensure benefit realization.

### 5.5 Risk Management Strategy

Ongoing awareness and management of risks is a fundamental driver for the project approach and decisions taken. IRCC has developed a robust risk management process for all IRCC-led projects. This project will employ the same project management approach that has been successfully used across numerous high-profile and complex IRCC projects, including the Biometrics project and the Refugee Reform project, both of which were delivered on time and on budget.

Diligent ongoing monitoring of risks will be put in place through IRCC's established risk management processes, which are outlined in the Project Management Plan. This process outlines how risks will be identified, documented, escalated through governance, and monitored throughout the project lifecycle. Risk management processes outlined in the Project Management plan will be employed, including a Risk, Issues and Change Working Group. A more detailed risk plan that is specific to the project will be detailed in the Project Management Plan.

### 5.6 Change Management Strategy

Change management is the process of identifying, analyzing, and approving any changes within the program or project that may or may not have an impact on its delivery. Changes can derive from numerous sources, including changes to business needs, identified processes or policy gaps, organizational changes, the identification of risks and issues, new legislation. The project team will oversee the development of a change management strategy for the PR Digital Intake Tool project.

The key objectives of this approach are as follows:

- Inform all appropriate stakeholders
- Engage staff and stakeholders as early as possible to seek support and acceptance of the various initiatives (for example, new e-forms design)
- Minimize any negative impacts which can occur when a new enhancement is implemented or changes to a new service delivery model are introduced
- Minimize the duration of any negative impacts

The change management strategy will include activities for the following:

- Assessing the impact of the changes on affected stakeholders
- Communicating the change
- Leading the change
- Engaging stakeholders
- Monitoring readiness for change
- Organizing for change
- Planning for transition

- Supporting the transition
- Measuring performance

The change management strategy will focus on the following:

- 1) **Planning:** Developing and documenting objectives to be achieved by the change and the means to achieve it
- 2) **Defined governance:** Establishing appropriate organizational structures, roles, and responsibilities for the change that engage stakeholders and support the change effort
- 3) **Committed leadership:** Ongoing commitment from the top and across the organization to guide organizational behavior and lead by example
- 4) **Informed stakeholders:** Encouraging stakeholder participation and commitment to the change by employing open and consultative communication approaches to create awareness and understanding of the change throughout the organization
- 5) **Aligned workforce:** Identifying the human impacts of the change and developing plans to align the workforce to support the changing organization
- 6) **Human resources:** Ensuring appropriate human resources to address changes to the program and ensuring that staff cope well with the changes

## 5.7 Performance Measurement Strategy

Project implementation performance will be tracked throughout IRCC's PR Digital Intake Tool project. A report will be prepared and presented to governance committees periodically using an executive dashboard that will be submitted monthly throughout the duration of the project. In addition, as per the BRP, an independent review of gate seven (post-implementation review) will occur six months after the project's implementation and will analyze the benefit realization of this initiative.

Lastly, performance will also be measured using a lessons learned approach at the end of project gates three, five, six, and seven, as well as following the implementation of the project, and will evaluate the following:

- Issues that occur during the implementation of the project, including technical or governance issues
- Whether or not the project has respected the baselined schedule and project gates
- Whether the project was delivered within the estimated costs
- Whether the implemented solution meets the project success criteria
- Any remaining open issues
- What went well and what did not go according to plan throughout the project, along with recommendations that could be used by future projects

## Annex A: Glossary

Acronym	In full
ADM	Assistant Deputy Minister
BRP	Benefits Realization Plan
DPM	Digital Platform Modernization
Department, the	Immigration, Refugees, and Citizenship Canada
GCMS	Global Case Management System
IRCC	Immigration, Refugees and Citizenship Canada
IM/IT	Information management and information technology
IPG	Immigration Program Guidance
IT	Information technology
MVP	Minimum viable product
OCM	Organizational Change Management
OPMCA	Organizational Project Management Capacity Assessment
PCRA	Project Complexity Risk Assessment
PDI	Program Delivery Instructions
PIA	Privacy Impact Assessment
PR	Permanent Residence
SRB	Senior Review Board
SSC	Shared Services Canada
TB	Treasury Board
TBS	Treasury Board Secretariat